Office of the Auditor General of Canada

Public Schools and Advanced Education

Yukon Department of Education

January 2009

Implementation Plan

RECOMMENDATION 39: Performance Targets for the Education Subgroups

The Department should

- establish performance targets for Yukon students overall, and to the extent possible, for each major student sub-group,
- determine what performance data it needs to gather,
- analyze data to identify critical trends over time and significant performance gaps,
- develop comprehensive action plans for significant gaps and for relevant sub-groups,
- present, in its annual report, the critical trends, significant performance gaps, and the results of action taken to improve performance.

ACTION PLAN:

1. The Department has completed a review of other jurisdictions. As a next step, the Department will identify assessment indicators that will become part of a K-12 assessment framework, a three year implementation plan and a professional development plan. The phasing in of performance measures as per the assessment implementation plan will begin in the 2009/2010 school year. The framework will be fully implemented by the fall of 2011.

   Timeline: Three year Assessment Framework Implementation Plan Fall 2009. Full implementation of the Assessment Framework by Fall 2011.

2. Explore implementation of a new Student Information System.

   Timeline: Full implementation of the new Student Information System by Fall 2012.

3. Collect relevant data to support the performance.

   Timeline: The Department can begin to collect and compile data immediately upon finalizing the assessment framework. Data compilations and comparisons will be integrated with the new Student Information System.

4. Review the data on an annual basis and develop action plans to address gaps.

   The Department will prepare action plans that summarize findings of performance measures, identify gaps in achievement, and include strategies to address these gaps. These findings will be included in the department's Annual Report that is tabled in the Legislative Assembly each fall.

   Timeline: Full Implementation: Fall 2013

RECOMMENTATION 47: TRACKING POST SECONDARY STUDENT PROGRESS

The Department should investigate the feasibility of tracking the progress of its students in both employment and post-secondary education. This would allow it to monitor the success of its programs and policies aimed at helping students make the transition from Public Schools to post-secondary education and the workforce.

ACTION PLAN:

The Department will:

5. The Department will continue discussions with Yukon College and the Yukon Bureau of Statistics towards the design and implementation of a Graduate Exit Survey that will track the educational experience of Yukon Grant and Student Training Allowance recipients. The survey would generate a data base of age, place of residence, and post secondary status.

   Timeline: 2009/2010

6. Implement a student tracking formula to measure progress and completion of those students funded by the Yukon Grant and/or the Training Allowance.

   Timeline: Upon full implementation of the Student Information System, by Fall 2012.

7. Monitor and report on Apprenticeship completion rates in the Department Annual Report.

Timeline: Upon full implementation of the Student Information System, by Fall 2012

8. The Department will work with Yukon College to participate in their Student Satisfaction Surveys to track post-graduate employment of Yukon College students as a way to evaluate program success.

   Timeline: On-going, commencing Fall 2011

RECOMMENTATION 50: COORDINATE WITH YUKON COLLEGE - STUDENT READINESS

The Department needs to coordinate their efforts with Yukon College to identify and, to the extent possible, address the root causes that lead to a lack of student readiness for the shift between high school and post-secondary education.

ACTION PLAN:

The Department will:

9. Implement, over the short, medium and long term, the recommendations in the One-Vision Multiple-Paths Report. As an immediate response, the Department will develop a Comprehensive Implementation Strategy to define priorities, costs and timelines associated with the tasks in that report.

   Timeline: Fall 2010

10. The Department will be working with the College to ensure that graduating high school students have the opportunity to meet the entry needs as defined by Yukon College.

    Timeline: Ongoing.

RECOMMENTATION 62: COMMUNITY TRAINING FUND CONTRIBUTION AGREEMENTS – COMPREHENSIVE STRATEGY

The Department should develop a comprehensive strategy for managing community training funds. Contribution Agreements should have clear terms and conditions and should be properly reviewed, managed and monitored.

ACTION PLAN:

11. The Department will develop and implement a Labour Market Framework to replace the Yukon Training Strategy, and this strategy, along with its subsidiary strategies, will form the basis of allocations of the Community Training Funds or its successor.

    Timeline: Fall 2011

12. The Department will utilize a revised Contribution Agreement format that includes an effective evaluative component. All agencies will be funded using this new format. The Department will review the monitoring system to ensure compliance with the new Contribution Agreement format.

    Timeline: Commencing immediately, fully operational with all new allocations funded out of fiscal year 2009/10 funds.

RECOMMENTATION 70: LONG TERM STRATEGIC PLAN

The Department should develop a long-term strategic plan.

ACTION PLAN:

13. The Department will develop a long-term strategic plan that will allow the Department to better align resources with needs, and to measure the effectiveness of these allocations in terms of student progress and growth.

Timeline: Timelines will depend on the completion of other linked exercises such as the One-Vision Multiple Paths Report, New Horizons and School Growth Plans. Full completion and implementation is expected by Spring 2011.

RECOMMENDATION 76: INTEGRATED RISK MANAGEMENT PLANS

As part of the strategic planning process, the Department should develop an integrated risk management plan that identifies and accesses the key risks the Department faces and the measures it will use to mitigate these risks. This information should be communicated to relevant staff so that there is an ongoing effort to identify, manage and report key risks.

ACTION PLAN:

14. The Department will incorporate an environmental scan section into the Annual Report and will report on potential issues in the annual report.

    Timeline: Fall 2010 when the Department reports on the 2009/10 school year.

15. The Department will develop and incorporate an integrated risk management plan to identify risks and mitigative strategies.

    Timeline: Fall 2010 when the Department reports on the 2009/10 school year.

RECOMMENDATION 81: SCHOOL GROWTH PLANNING POLICY

The Department of Education should develop a policy that lays out the specific purpose of school plans, expectations for their preparation including the link with the Department's strategic plan, the expected frequency of preparation of plans, and how school plan results should be reported. The policy should also incorporate review and feedback mechanisms.

ACTION PLAN:

16. The Department has drafted a School Growth Planning Policy that addresses concerns noted in the Auditor's Report. It will be approved in the Spring 2009.

    Timeline: Spring 2009

RECOMMENTATION 92: HUMAN RESOURCE PLAN

The Department of Education should

- develop and implement a comprehensive human resources plan that clearly defines its current and future human resource needs, and integrates them with its strategic plan, and
- develop an action plan or a strategy to deal with existing differences between current resources and short-and long-term staffing needs.

ACTION PLAN:

17. The Department will develop a Human Resources Plan.

    Timeline: Timelines will depend on the completion of other linked exercises such as the One-Vision Multiple Paths Report, New Horizons and School Growth Plans. Full completion and implementation is expected by Spring 2011.

RECOMMENTATION 99: LONG TERM FACILITY PLAN

The Department of Education should work with the Property Management Division, to develop a long-term facility plan that takes into account the age, capacity, and location of facilities and student enrolments trends.

ACTION PLAN:

18. The Department has already undertaken significant work toward developing long-term facility plan. The Secondary School Programming Review was completed last October, and the information in that report will play a crucial role in identifying plans for facilities. Committees have been established to oversee the work that is generated from the Secondary Programming Review work and any future plans will be informed by their advice.

    Timeline: Ongoing.

19. The Department will develop a long-term replacement plan covering all schools built prior to 1990, taking into account building age, condition, energy efficiency/life cycle costs, and demographic factors. The Department will continue to monitor the enrolment at all of its schools, and will plan for the effective use of its school infrastructure.

    Timeline: Commencing Spring 2009, Completion Spring 2011

RECOMMENTATION 103: TEACHING STAFF EVALUATION

The Department of Education should take the appropriate steps to ensure that teaching staff are evaluated on a timely basis, as required by the *Education Act*, the *Education Labour Relations Act,* and departmental policies

ACTION PLAN:

20. Administrators will be advised at the beginning of the 2009/2010 school year of those teachers who are not current in their evaluation cycles.

    Timeline: Fall 2009

21. Administrators will ensure that standard evaluations are completed for teachers or that teachers are participating in Professional Growth Plans, giving prioritize to probationary evaluations, with non-probationary teachers returning to three year cycles.

    Timeline: June 2011

RECOMMENTATION 108: COMPREHENSIVE SCHOOL FACILITY AUDITS

The Department of Education should work with the Property Management Division of the Department of Public Works and Highways to conduct regular and comprehensive facility audits to ensure that major building deficiencies are identified. The audits should address environmental, health, and safety issues, as needed.

ACTION PLAN:

22. The Department will develop an Audit Schedule that will provide for periodic assessments of all schools.

    Timeline: Fall 2009

23. The Department has already begun its latest facilities audit. It will be done on a system-by-system basis as funding permits, as follows:
    - Roofs – completed by December 2008
    - Structure – to be completed by 2009/2010 including seismic restraints
    - Energy Management – to be completed by 2010/2011
    - Ventilating, Heating, Electrical - to be completed by 2010/2011

    Timeline: Ongoing. The Audit Schedule will be completed by Winter 2010.

24. The Department will ensure these measures dovetail with the Department of Highways and Public Works Building Audit functions as a key component of Property Management Divisions Business Process Redesign.

    Timeline: Ongoing.